MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

DHR 5018 – HUMAN RESOURCE MANAGEMENT

(For Diploma Students Only)

14 OCTOBER 2017
9.00 AM - 11.00 AM
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **EIGHT (8)** pages with **FOUR (4)** sections.
2. For section A and B, shade your answers in the answers in the OMR sheet provided.
3. For section C and D, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (30 marks)

Instruction: Please shade your answer on the OMR sheet provided

1. Which of the following is the person responsible for accomplishing an organisation's goals by planning, organising, staffing, leading, and controlling personnel?
   A. Manager
   B. Entrepreneur
   C. Representative
   D. Generalist

2. In the management process, which of the following is an activity associated with the leading function?
   A. Maintaining employee morale.
   B. Setting performance standards.
   C. Establishing departments.
   D. Training new employees.

3. Personnel activities associated with human resource management most likely include all of the following **EXCEPT** _____.
   A. providing incentives and benefits
   B. orienting and training new employees
   C. appraising employee performance
   D. developing customer relationships

4. Which of the following terms refers to the procedure used to determine the duties associated with job positions and the characteristics of the people to hire for those positions?
   A. Job description.
   B. Job specification.
   C. Job analysis.
   D. Job context.

5. All of the following types of information will most likely be collected by a human resources specialist through a job analysis **EXCEPT** _____.
   A. human behaviours
   B. performance standards
   C. human requirements
   D. employee benefits options

6. Which of the following is a written statement that describes the activities, responsibilities, working conditions, and supervisory responsibilities of a job?
   A. Job specification.
   B. Job analysis.
   C. Job report.
   D. Job description.

Continued...

7. Which of the following terms refers to the background investigations, tests, and physical exams that firms use to identify viable candidates for a job?
   A. Selection tools.
   B. Job analysis methods.
   C. Job specifications.
   D. Personnel techniques.

8. _____ is the process of deciding what positions the firm will have to fill and how to fill them.
   A. Selection
   B. Job analysis
   C. Interviewing
   D. Personnel planning

9. Newton Building Supplies hopes to generate an extra RM 4 million in sales next year. A salesperson traditionally generates RM 800,000 in sales each year. Using ratio analysis, how many new salespeople should Newton hire?
   A. 2
   B. 5
   C. 10
   D. 15

10. Which of the following terms refers to hiring workers who have criminal backgrounds without proper safeguards?
    A. Employment malpractice.
    B. Negligent hiring.
    C. Unreliable testing.
    D. Invalid screening.

11. A reliable employment test will most likely result from _____.
    A. consistent scores when a person takes two alternate forms of the test
    B. improved scores when a person takes the same test more than once in a single day
    C. high scores when a person takes two alternate forms of the test on different occasions
    D. similar scores when two different people are administered the test at different times

12. All of the following are used for estimating reliability of a test **EXCEPT** _____.
    A. internal consistency
    B. retest estimate
    C. internal comparison estimate
    D. content validity measurement

Continued...

13. Which of the following is the **MOST** commonly used selection tool?
    A. Telephone reference.
    B. Reference letter.
    C. Interview.
    D. Personality test.

14. In a stress interview, the interviewer _____.
    A. provides an applicant with a task to complete in a set amount of time
    B. tries to make the applicant uncomfortable in order to spot sensitivity
    C. gives a word problem to see how the candidate thinks under pressure
    D. describes a hypothetical situation to assess how the applicant responds

15. Kevin is interviewing for a position as a public relations specialist in a communications firm. He first meets with the HR manager. Afterwards, he meets with the department manager. Finally, he meets with the company president. Kevin is most likely experiencing a _____ interview.
    A. board
    B. panel
    C. serial
    D. mass

16. Which of the following terms refers to a procedure for providing new employees with basic background information about the firm?
    A. Recruitment.
    B. Selection.
    C. Orientation.
    D. Development.

17. All of the following topics are typically addressed during employee orientation **EXCEPT** _____.
    A. employee benefits
    B. personnel policies
    C. daily routine
    D. wage curves

18. If an employer fails to train an employee adequately and an employee subsequently harms a third party, the court could find the employer liable for _____.
    A. negligent hiring
    B. discrimination
    C. negligent training
    D. occupational fraud

Continued...

19. The primary purpose of providing employees with feedback during a performance appraisal is to motivate employees to _____.
    A. apply for managerial positions
    B. remove any performance deficiencies
    C. revise their performance standards
    D. change their peer evaluation procedures

20. When designing an actual appraisal method, the two basic considerations are _____.
    A. who should measure and when to measure
    B. when to measure and what to measure
    C. what to measure and who should measure
    D. what to measure and how to measure

21. All of the following are reasons for appraising an employee's performance **EXCEPT** _____.
    A. assisting with career planning
    B. correcting any work-related deficiencies
    C. creating an organisational strategy map
    D. determining appropriate salary and bonuses

22. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?
    A. Salary.
    B. Employee compensation.
    C. Wage reimbursement.
    D. Employee benefits.

23. Direct financial payments include all of the following **EXCEPT** _____.
    A. wages
    B. insurance
    C. salaries
    D. incentives

24. John is a sales representative in a jewellery store. He typically works 40 hours per week and his pay is completely based on his sales. He earns a 5% commission for every sale he makes. Which of the following terms best describes John's situation?
    A. Performance-based compensation.
    B. Indirect financial compensation.
    C. Time-based compensation.
    D. Salaried plus incentives.

Continued...

25. A management approach based on improving work methods through observation and analysis is known as _____.
    A. strategic management
    B. scientific management
    C. management process
    D. management by objectives

26. Which of the following is a true statement about Herzberg's Hygiene-Motivator theory?
    A. Highly motivated workers rely equally on lower-level and higher-level needs.
    B. Assigning workers to teams can eliminate job-associated stress and frustration.
    C. Providing employees with feedback and challenge satisfies their lower-level needs.
    D. Managers can create a self-motivated workforce by providing feedback and recognition.

27. The indirect financial and nonfinancial payments employees receive for continuing their employment with a company are called _____.
    A. reimbursement
    B. compensation
    C. salary
    D. benefits

28. Which of the following provides pay to an employee when he or she is out of work because of illness?
    A. Sick leave.
    B. Health insurance.
    C. Severance pay.
    D. Supplemental pay .

29. Geert Hofstede called the extent to which less powerful members of institutions accept and expect an unequal power distribution _____.
    A. masculinity
    B. time framework
    C. individualism
    D. power distance

30. _____ are formal, employee-elected groups of worker representatives that meet with managers to discuss topics affecting the employees.
    A. Bargaining units
    B. Work councils
    C. Mediation groups
    D. Employee boards

[TOTAL 30 MARKS]

SECTION B: TRUE/FALSE QUESTIONS (10 marks)

Instruction: Please shade your answer in the OMR sheet provided. Please shade 'A' for TRUE and 'B' for FALSE.

31. Human resource managers assist line managers with hiring, training, evaluating, rewarding, counseling, promoting, and hiring employees.

32. Organisation charts show the division of work throughout the organisation, how a job relates to others, and where a job fits in the organisation.

33. Offshoring means having outside vendors supply services that a firm's own employees previously did in-house, while outsourcing means having overseas outside vendors provide services once performed in-house.

34. Content validity is based on showing that the scores on the test are related to job performance.

35. Nondirective interviews follow no set format so the interviewer can ask follow-up questions and pursue points of interest as they develop.

36. The four basic categories of training program outcomes that are typically measured include reactions, learning, behaviour, and results.

37. Job descriptions serve as the primary tool for developing performance standards because they already include specific job goals.

38. Indirect payments that contribute to an employee's compensation include variable pay like commissions and bonuses.

39. Behaviour modification principles can be useful to managers who seek to change employee behaviour through rewards or punishments linked to performance.

40. A major challenge for international businesses is the need to adapt personnel policies and procedures to the differences among countries.

[TOTAL 10 MARKS]

Continued...

SECTION C: CASE STUDY QUESTIONS (20 marks)

Instruction: Please write all answers in the answer booklet provided

Nissan Imports Human Resource Management (HRM) Techniques

Carlos Ghosn and his management team brought Japan-based Nissan motors back from the brink of near-bankruptcy in large part by importing non-Japanese HRM techniques. Born in Brazil, raised in Lebanon, and educated as engineer in France, Ghosn speaks five languages and has worked all over the world. After French automaker Renault bought 44 percent of Nissan in 1999, top management brought him in as Nissan's CEO.

He and 17 Renault managers who joined him at Nissan faced the difficult challenge of turning around a company hobbled by inefficient human resource traditions. These traditions included focusing mainly on hiring new college graduates to replenish the management ranks, promoting manager based on seniority, compensating manager based on their positions, and not requiring managers to provide performance appraisals or feedback to their subordinates.

Ghosn and his managers drew on French and U.S management practices to help turn around Nissan. When he become CEO, he quickly established a series of cross-functional teams to examine the company's processes and recommend reforms. Instead of traditionally selecting team members based on their length of tenure, Ghosn and his managers chose members based on their enthusiasm for change.

Ghosn and Kuniyaki Watanabe, the senior vice president of human resource also instituted a new system of merit-based reviews. Watanabe is familiar with these techniques from his days with Nissan's U.S Operations. For most managers, it involved a radical change from implicit and informal goal setting and performance feedback to a more explicit and formal approach.

On top of this, Nissan changed to more Western model of rewarding, promoting and developing managers based on performance rather than seniority. "We're moving to a system where it doesn't matter if you've been in company 10 years or 40 years," Watanabe adds. "If you contribute, there will be opportunity and reward." This means middle managers have to make tough judgements about performance and potential and communicate their decision and rationale.

The changes seemed to make a positive, if painful, difference. Nissan's operating profit improved, and its costs and debt dramatically fell. Another indicator of Ghosn's success: Leading Japanese corporations started following lead and importing non-Japanese and potentially more effective human resource practices to improve the performance of their firms.

(Source: A.Taylor, "The World According to Ghosn," *Fortune*, November 2006)

Answer the following questions:

a) What is the problem faced by Nissan Corporation that lead to financial distress?

(1 mark)

Continued...

b) Based on the article above, list **FOUR (4)** challenges faced by Carlos Ghosn and his management from previous human resource tradition?

(4 marks)

c) What are **FOUR (4)** new approaches implemented by Ghosn and his managers in order to improve employee productivity that led to the Nissan's better performance?

(4 marks)

d) Based on the article above, the case's involves top management and human resource from different countries. Describe **THREE (3)** practices in international staffing policy.

(6 marks)

e) Give **FIVE (5)** advantages of managing international staffing.

(5 marks)

[TOTAL 20 MARKS]

SECTION D: STRUCTURED QUESTIONS (40 marks)

Instruction: Please write all answers in the answer booklet provided.

QUESTION 1

a) Define the recruitment and selection process.

(2 marks)

b) List **FIVE (5)** steps in recruitment and selection process in human resource management.

(5 marks)

c) Explain **FOUR (4)** basic tools for projecting labour demands.

(8 marks)

[TOTAL 15 MARKS]

QUESTION 2

a) Explain **FOUR (4)** main elements to be considered in order to compensate top executives work force.

(8 marks)

b) List **SEVEN (7)** steps in the job ranking method.

(7 marks)

[TOTAL 15 MARKS]

QUESTION 3

Explain **FIVE (5)** flexible work schedule options.

(10 marks)

[TOTAL 10 MARKS]

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